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SENIOR LEVEL LEADERSHIP: A SELECTED BIBLIOGRAPHY(U)  
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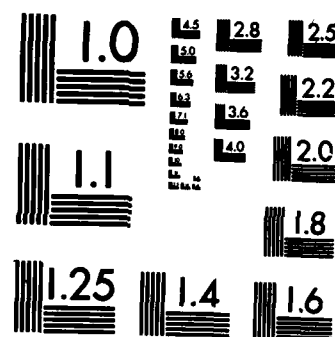
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DEPARTMENT OF THE ARMY  
US ARMY WAR COLLEGE  
CARLISLE BARRACKS, PENNSYLVANIA 17013

REPLY TO  
ATTENTION OF

AWCSL

15 December 1982

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Senior Service Leadership: A Selected Bibliography

1. The realities of the Year 2000 and beyond will provide this nation and the Army with a mind-boggling continuum of complex leadership challenges. Success in meeting these challenges, especially by senior Army leaders, is crucial to the Army's successful completion of its mission. How Army leaders are trained and developed certainly will determine leadership effectiveness.
2. A survey of current literature, from both civilian and military sources, provide references to information which expressly addresses both the specifics of military leadership and general leadership principles. This list ~~does~~ not pretend to be comprehensive; it reflects only those resources readily available in the USAWC Library collection. For additional information, please contact the compiler, Mr Robert Wood, Reference Librarian, Services Branch, US Army War College Library.

FOR THE COMMANDANT:

*William T. Leggett Jr.*  
WILLIAM T. LEGGETT, JR.  
Colonel, Infantry  
Secretary/Chief of Staff

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## BOOKS AND DOCUMENTS

1. Argyris, Chris. Increasing Leadership Effectiveness. New York: Wiley, 1976. (LC5219 A7)

Three objectives stimulated the writing of this book: (1) to contribute to the theory of adult learning, (2) to relate adult learning theory to development of effective leadership, and (3) to correct individual leadership problems. A case-study approach comprises part of this book.

2. Ayres, Donna B., and Clement, Stephen D. Leadership for the 1970s: A Leadership Model for Organizational Ethics. Fort Benjamin Harrison: US Army Administration Center, 1978. (UB210 L41 no. 13)

"The need to explore the ethical challenges facing organizations is imminent if leaders are to consider seriously the responsibilities facing them." This monograph presents a conceptual framework within which leaders can begin to explore the issues of ethical responsibilities and values development.

3. Bailey, Clentis W. Senior Professional Schools: The Air Force and Business Approaches. Thesis. Maxwell Air Force Base: US Air University, Air War College, 1970. (UG635.3 U5 PS4066)

A contrastive study of formal courses for upper level executives in American businesses and the Air War College curriculum which concludes that the AWC curriculum is far more extensive than any program currently offered by business.

4. Bass, Bernard M. Stogdill's Handbook of Leadership: A Survey of Theory and Research. New York: Free Press, 1981. (HM141 S79 1981)

Expands and revises the original work by Ralph Stogdill which was published in 1974. Among areas covered are: leadership, the leader as a person, leadership power, leadership styles and traits, group interaction, situational modifiers, and leader-follower relations.

5. Blumenson, Martin, and Stokenbury, James L. Masters of the Art of Command. Boston: Houghton Mifflin, 1975. (U51 B55)

Two well-known military historians present a study of command in war - showing how commanders functioned while under the stress and pressure of battle. Famous personalities throughout history are examined.

6. Buck, James H., and Korb, Lawrence J. Military Leadership. Beverly Hills: Sage, 1981. (UB210 M47)

A systematic study of military leadership which is broad in its perspective and analytical in its approach. The various essays collected here include attention to concepts of leadership, an

historical overview and personal insights on officership, among others. The authors raise many questions, but also attempt to explain and offer some answers.

7. Burns, James M. Leadership. New York: Harper and Row, 1978. (HM141 B847)

The author, a professor of government at Williams College, presents a theory of leadership as a "dynamic reciprocity between ordinary people or followers and political and ideological leaders; that thrives on conflict and demands no consensus." This theory is based on biography, history, and the behavioral sciences.

8. Clarke, Bruce C. Observations of General Bruce C. Clarke, USA, Retired, On Leadership and Commandership. Fort Belvoir: US Army Engineer School, n.d. (UB210 C554)

Observations, suggestions, advice, insights, etc. sprinkled through a short instructional manual.

9. Clarke, Bruce C. Soldier Management and Soldier Morale. Fort Monroe: Headquarters, US Continental Army Command, 1957. (UB210 C55)

A brief manual consisting of two short articles which attempts to relate basic leadership principles in the simplest terms. Intended as leadership checklists which officers can use daily on the job.

10. Cribben, James J. Leadership: Strategies for Organizational Effectiveness. New York: Amacom, 1981. (HD57.7 C74)

The author presents a method synthesizing antagonistic forces in a simple, yet realistic way for the benefit of managers, their subordinates, and the organization. The key is to become an effective manager and an effective leader.

11. Evans, Asa L. Guidelines for a Commander. Thesis. Maxwell Air Force Base: US Air University, Air War College, 1975. (UG635.3 U5 PS-5585)

A successful commander sums up his advice on dealing with human resources - specifically, ways to motivate and encourage people in their daily tasks - and passes it on to the reader.

12. Fiedler, Fred E. Leadership and Effective Management. Glenview: Scott, Foresman, 1974. (HD31 M6 F51)

This book deals primarily with the leadership of task groups in organizational settings -- departments, committees, crews, panels, and similar sub-units of larger organizations.

13. Flynn, Thomas J. Leadership in the Volunteer Army. Thesis. Maxwell Air Force Base: US Air University, Air War College, 1974.

(UG635.3 U5 PS-5248)

This study looks at the leadership climate in the volunteer army -- the troops, leadership training, leadership styles and methods, and the possible application to military leadership of ideas and methods developed in the civilian sector.

14. Gillem, Alvan C. Command of Large Military Units. N.p: 1954. (UB210 G55)

(In this brief paper, the author explains why General William Simpson was a success as commander of the US 9th Army and, in so doing, provides some concise leadership guidelines.)

15. Hays, Samuel H. Taking Command: The Art and Science of Military Leadership. Harrisburg: Stackpole Books, 1967. (UB210 H33)

Specialists in leadership at West Point prepared this book to share with all who are preparing for leader roles, the unique problems, skills, and knowledge required in military leadership.

16. Janowitz, Morris. The Professional Soldier: A Social and Political Portrait. New York: Free Press, 1971. (UB147 J31 1971)

" . . . an attempt to describe the professional life, organizational setting, and leadership of the American military as they have evolved during the first half of this century."

17. Jones, Peter G. The Literature of Command: Delineations of the Flag Rank Military Officers in the Contemporary American War Novel. Thesis. Fort Leavenworth: US Army Command and General Staff College, 1970. (U415 A4 Th J68)

Negative bias, stereotyping, general reactions against regimentation and control, nuclear fear, and the impact of instantaneous global communications have caused a very unflattering portrait of top-echelon military leaders to be projected into the minds of many readers of novels. The authors attempt to describe and explain this portrayal.

18. Keller, Suzanne I. Beyond the Ruling Class: Strategic Elites in Modern Society. New York: Random House, 1963. (EM141 K4)

The purpose of this book, says the author, is to help the reader understand better the influential minorities or "elites," why they are needed, how they operate, and what effect they have on society.

19. Lardent, Charles L., Jr. An Assessment of the Motivation to Command among Command and General Staff College Students. Thesis. Fort Leavenworth: US Army Command and General Staff College, 1976. (U415 A4 Th L37)

This study examines the relationship between command or managerial success and various attributes of motivation. Specifically, the author sought to assess the motivation to manage among a small sample of fellow mid-level Army officers.

20. Levinson, Harry. Executive: The Guide to Responsive Management. Cambridge: Harvard University Press, 1981. (HF5500.2 L37)

The author, writer of an earlier management classic, outlines areas for executive concern including: Flexibility, mitigating tensions among managers, understanding the social context of a business, and coping with the needs of women and minorities. He then suggests ways of dealing effectively with each area. Includes 14 case studies.

21. Lombardo, Michael M. Looking at Leadership: Some Neglected Issues. Greensboro: Center for Creative Leadership, 1978. (HM141 .L658)

A review of what is known about leadership, which focuses on the data collected about the nature of managerial work. The author examines factors which contribute to job effectiveness such as complexity, use of structures, and the wielding of power.

22. Maccoby, Michael. The Leader: A New Face for American Management. New York: Simon and Schuster, 1981. (HD57.7 M32)

The majority of the text is devoted to descriptions of six contemporary leaders, ranging from a foreman to a Cabinet secretary. The author concludes that the modern manager must surpass former standards for caring, integrity, social responsibility, human developments and participatory management. The successful leader must understand his environment and his own capabilities.

23. Mahoney, James T. Personal Leadership Analysis. Portland: Individual Ascent System, 1977. (HM141 M32)

P.L.A. turns the casual reader into an active participant, one who is working to advance his or her work performance. It is a structured program for learning about how we lead and applying that knowledge to improve results on the job. One of the better self-help books around.

24. McCall, Morgan W. Leaders and Leadership: Of Substance and Shadow. Greensboro: Center for Creative Leadership, 1977. (BF637 L4M33)

A brief study which examines some of the problems in the accumulated research on leadership, reviews some studies of managerial work that stimulate new ways of thinking about leadership in organizations, and suggests some directions that might improve understanding of the topic.

25. Miller, Jerry D. Senior Rated Lieutenant Colonels - Assignment and Flexibility Problems. Thesis. Maxwell Air Force Base: US Air University, Air War College, 1974. (UG635.3 U5 PS-5350)

Discusses problems arising in the "marketability and utilization" of rated lieutenant colonels who have failed selection to the temporary grade of colonel. Concludes that guaranteed tenure causes assignment and flexibility problems.

26. Puryear, Edgar F. Nineteen Stars: A Study in Military Character and Leadership. Washington: Coiner, 1971. (UB210 P8)

This study attempts to discover a pattern of successful military leadership and then determine whether this pattern is available to all officers or whether one must be "born to command." The author examines the lives and exploits of Generals Marshall, MacArthur, Eisenhower, and Patton.

27. Smith, DeWitt C. A Collection of Memoranda by and about General Smith. Carlisle Barracks: US Army War College, 1980. (UB153 S58)

Papers, memos, speeches, and ideas collected by General Smith during his Army career which was culminated by his selection as Commandant of the Army War College and then Deputy Chief of Staff for Personnel.

28. US Army War College. Leadership for the 1970s: The US Army War College Study of Leadership for the Professional Soldier. Carlisle Barracks, 1971. (UB210 U441)

A study done at the direction of then Army Chief of Staff, General William C. Westmoreland, to determine the type of leadership appropriate to the zero-draft, all-volunteer force. The research team used questionnaires and group interviews to collect data from 1,800 individuals.

29. US Army War College. Senior Level Leadership: Staff, Division, and Brigade. Carlisle Barracks, 1981. (U413 A725 SLLSDB)

A compilation of short guidelines, written in everyday language, and adapted to a context of Army leadership and management. Half of the guidelines pertain to leadership of brigade level units, the other half to leadership of major staff divisions of principal Army staffs and headquarters.

30. Vroom, Victor H. Leadership Revisited. New Haven: Yale University, School of Organization and Management, 1974. (HMI41 V762)

This paper reviews a variety of approaches to the investigation of leadership in organizations. The author focuses on one dimension of leadership - the extent to which a leader encourages his subordinates to participate in decision-making, and a model is proposed to overcome specific limitations.



31. Wermuth, Anthony L. The Shrinking Baton: Future Challenges to Leadership. Carlisle Barracks: US Army War College, Strategic Studies Institute, 1978. (U413 A66 MIRM W457)

The challenges examined here are rooted in the shifting dynamics of war and changing social contexts. Leadership will still be needed in the future, but it will have to be analyzed more thoroughly than before; changes will have to be noted, and the whole concept will have to be molded to harmonize with our changing society.

32. Willison, Gary S. The Battalion Commander's Guide to Successful Training Management. Thesis. Fort Leavenworth: US Army Command and General Staff College, 1980. (U415 A4 Th 54)

This study attempts to determine if a desk side training management job aid would be a useful tool for battalion commanders for the management of individual and unit training. The investigation focuses on training gaps which exist at battalion level.

## PERIODICAL ARTICLES

1. Begland, Robert R. "Officer Training and Education in the Army: An Alternative Solution." Military Review, Vol. 58, October 1978, pp. 15-26.

The coordination of all training into a cohesive plan that systematically develops an officer's skill and knowledge over a career is lacking. The author proposes solutions for officer training that would make it career-based rather than resident school-based.

2. Bennis, W. "The Five Key Traits of Successful Chief Executives." International Management, Vol. 36, October 1981, p. 60.

The author states that a top executive cares about the company and its purposes. He must have vision, communication, persistence, know-how, and the ability to empower others.

3. Blonstein, Edward J. "Leadership: We Want It, We Fear It." Field Artillery Journal, Vol. 46, January-February 1978, pp.45-47.

Blonstein, President of Rutgers University, states that our Army "managers" must become "leaders;" that they must be able to manage information and machines in this age of technology and also must be skillful in relating to people and in making decisions.

4. Blumenson, Martin. "The Vice Chief: Team Player Extraordinary." Army, Vol. 30, November 1980, pp. 34-37.

A historical and analytical view of that office which sheds light on the relationship that must exist between the Chief of Staff, Army and the Vice Chief to provide a successful working environment.

5. Bradley, Omar. "On Leadership." Parameters, Vol. 11, September 1981, pp.2-7.

A reprint of an earlier article (Parameters, Vol. 1, Winter 1972, pp. 2-8) which was based on a 1971 speech General Bradley gave to the Army War College faculty and staff. The author describes the presence of "yes men" and candidly states some "do's" and "don't's" for leaders ranging in rank from lieutenant to general.

6. Brearley, A. "Teaching for the Chief Executive Role." Proceedings of the Academy of Management, August 1975, pp. 67-69.

The unique aspects of the job are examined. The overall role of business pressures, the training and development process, and the complexities involved in the chief executive's job are discussed.

7. Bussey, Charles D. "Leadership for the Army." Military Review, Vol. 60, July 1980, pp. 69-76.

After first looking at the overall dispute (leadership vs management), the author argues for increased emphasis on leadership over management for our military commanders. He then recommends the "leadership climate" necessary for today's Army and explains the "three burdens of leadership."

8. Channon, James B. "Preparing the Officer Corps for the 1990's" Military Review, Vol. 58, May 1978, pp. 10-23.

In order to design an Army training and education system for the future, we must know what requirements will be placed on our officers, specifically, what problem-solving skills will be needed by officers in that future environment.

9. Clarke, Bruce C. "Leadership, Commandership, Planning and Success." Army Logistician, Vol. 13, May-June 1981, pp. 2-6.

An outstanding Army commander, reflecting on his 40-plus years of Army experience and making reference to a survey of top World War II generals, concludes that the ability to plan with practicality and foresight is the most important leadership quality contributing to successful command.

10. Derhammer, John L. "Effective Leadership." Infantry, Vol. 67, September-October 1977, pp. 17-20.

The infantry community has attempted and is still attempting to understand and incorporate into its training the complex concept of leadership. The author suggests that the effort is succeeding and the time is coming when merely "successful" leaders will be replaced by "effective" leaders.

11. Hildebrand, H. W., et al. "An Executive Appraisal of Courses Which Best Prepare One for Management." Journal of Business Communication, Vol. 19, Winter 1982, pp. 5-15.

An appraisal is developed of which courses are the best preparation for business leadership. Both background studies and the results are given.

12. Hollis, William S. "On the Science of Leadership." Military Review, Vol. 60, September 1980, pp. 67-74.

This article is the product of a 20-year inquiry into the nature of leadership and the forerunner of a multi-volume work on that subject. Unable to find a model of leadership principles, the author studies the world's greatest military leaders and pooled their most significant and relevant ideas and theories.

13. Karp, H. B. "Executive Development for First-Line Supervisors." Training, Vol. 18, August 1981, pp. 95, 98.

The supervisors of today are well-educated and under-utilized. To develop their leadership abilities it is important to help

them see themselves as executives. Role differentiation, results orientation, and training, are three areas to address in order to develop this new kind of executive supervisor.

14. Kenton, L. "Executive Training: Management's Toughest Course." Industrial Management, November 1976, pp. 10-14.

The leadership trust in Great Britain is teaching leadership to executives and top management through intensive group projects with physical challenges and close living arrangements. The course teaches greater self-confidence which helps managers in working with their co-workers.

15. Lawrence, William P. "Common Qualities of Good Leaders." Marine Corps Gazette, Vol. 65, April 1981, pp. 40-41.

Among the qualities included in the author's observation of what it takes to be a successful military leader are: good followers, ability to take responsibility, people sense, discipline, intelligence, stamina, moral courage, and patriotism.

16. "Leaders for the 21st Century?" Time, Vol. 115, 28 April 1980, p. 81.

Believing that with competent leadership, "the 21st century belongs to Japan," industrialist Matsushita used his energy, influence, and \$28 million of his own money to establish a training facility for future Japanese leaders: The Matsushita School of Government and Management.

17. Margerison, C. "Highway to Managerial Success." Personnel Management, Vol. 11, August 1979, pp. 24-28.

In order to discover the key to managerial success, a study of chief executives was conducted. The characteristics most often listed as necessary to success were ability to work with people and need to achieve results.

18. Margerison, C. "How Bosses Grow Successors." Management Today, August 1980, pp. 21, 23.

What essential elements are needed to develop top level managers? Chief executives of many of Britain's major companies answered that the most important factors were early leadership responsibility and independence for action.

19. Meyer, Edward C. "Leadership: A Return to Basics." Military Review, Vol. 60, July 1980, pp. 4-9.

There are many good management programs, but they are meant to supplement military leadership, not replace it. Leadership is the glue that binds together soldiers and makes them a fighting force. If we really want to improve our Army, Meyer thinks, we must get back to the leadership basics which give an Army its inspiration, capability, and effectiveness.

20. Price, David H. "Guts, Brains, and Heart: The Essence of Leadership." Army, Vol. 27, June 1977, pp. 32-33.

The author urges his fellow officers to "put away the fancy academic rhetoric" and replace it with a genuine concern for the troops. He argues for developing a leadership style that embraces courage, intelligence, and compassion.

21. Sarkesian, Sam C. "Military Leadership: Time for a Change." Military Review, Vol. 60, September 1980, pp. 16-24.

Leadership must deal not only with the character and personality of the leader and the processes through which he achieves a particular goal, but also with the nature of the environment in which the leadership role must be performed.

22. Savage, Paul L., and Gabriel, Richard A. "Turning Away from Managerialism." Military Review, Vol. 60, July 1980, pp. 55-64.

The authors argue that officer leadership must dominate over managerialism if the Army is to be successful. They then discuss four environmental factors which are important as institutional supports for good leadership in the officer corps; size, assignment stability, code of values, and officership seen as a special calling.

23. Shelby, W. Larry, and McKenzie, Robert H. "Bridging the Leadership and Management Gap." Military Review, Vol. 62, January 1982, pp. 52-59.

The leadership vs management conflict has been raging for some time. Proponents of each view have been eager to emphasize the advantages of their respective positions. This article considers aspects of both sides and attempts to reach the middle ground in the debate.

24. Showalter, Dennis E. "Commander and Leader: The Army Leaders As a Meritocrat." Military Review, Vol. 56, November 1976, pp. 80-89.

Describes the history and historical foundations of the American Army Officer Corps and gives a brief survey of what has happened to the Corps recently and what should be done in the future.

25. Ulmer, Walter F. "Notes on Leadership for the 1980's." Military Review, Vol. 60, July 1980, pp. 10-12.

Brief comments on how society and the Army have changed over the last 20 years and how the Army leadership must change and improve to meet the new challenges.

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